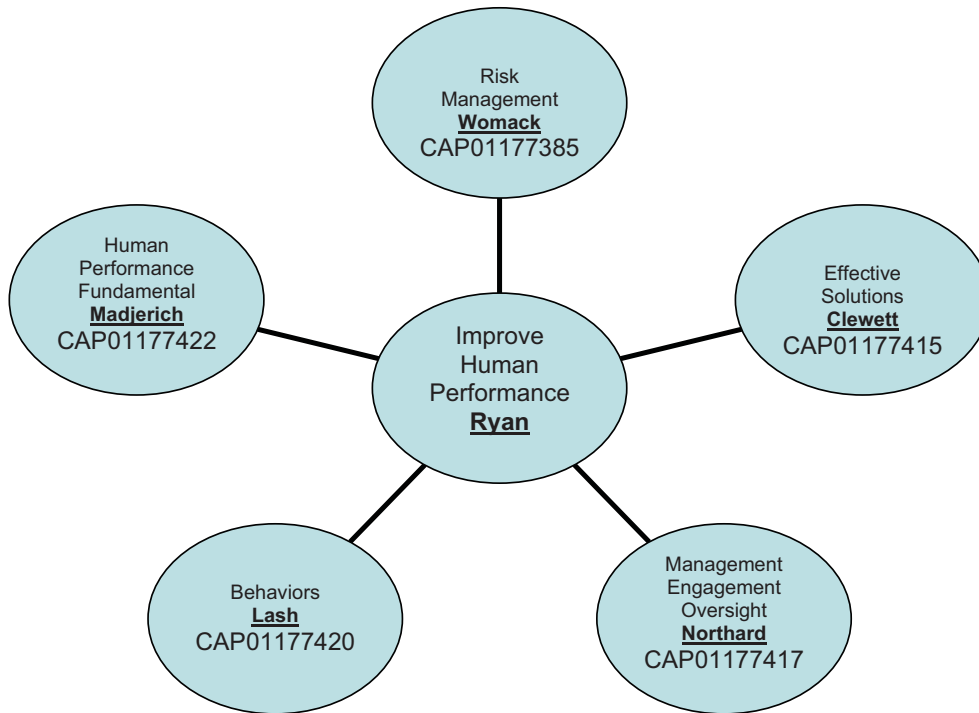




## Human Performance Improvement Plan Actions



| Updated 7/26/2010

Deleted: 11/11/2009

Deleted: 10/7/2009



## Focus Area: Risk Management

CAP01177385

### Attribute:

Identify risk in job planning, recognize risk at the jobsite, and take appropriate actions to mitigate, reduce or eliminate risk.

<b>Focus Area Owner</b>	<b>PINGP</b>
	Randy Womack

Strategy R-1	Immediate Actions		
Actions	Owner	Due Date	
1. Establish risk management principles	M. Wadley	Complete 04/22/09	
2. Develop and deliver message to station personnel that includes eye-opening examples, significance of plant standing with regulator and outside agencies and importance of good risk assessment. a. SVP Meeting with Site (Stop all work) b. Define risk to the site ie, paint picture of Risk Assessment i. Do NOT assume success ii. Risk=Likelihood X Consequences	M. Wadley	Complete 07/09/09	
3. Communicate to the site the risk Management Principles and Behaviors	M. Wadley	Complete 5/29/09	
Note: Needs to be responsive to : “Conduct site wide stand down to establish significance of human performance issues facing the station” from ACE 01159262			

Strategy R-2	Short Term Actions		
Actions	Owner	Due Date	
1. Develop / Revise existing tools of PJB and RUE to include:			
a. What is the most significant error that we can make during this task:	B. Flynn	<b>Complete 06/15/09</b>	
i. How reduce Likelihood			
ii. How reduce Consequences			

Deleted: 11/11/2009

Deleted: 10/7/2009

Updated 7/26/2010

<ul style="list-style-type: none"> <li>b. What assumptions are made during this task: <ul style="list-style-type: none"> <li>i. What are the consequences of the assumptions</li> <li>ii. What steps need to be taken to validate assumptions</li> <li>iii. Assumptions will align terms with complex work procedure.</li> </ul> </li> <li>c. Reinforce expectations for use of PJB vs. RUE</li> <li>d. Add assignment to highlight Error Likely Task review and identification of critical steps to 1400 daily meeting, and review which HU tools will be used at next day 0645 production meeting</li> <li>e. Provide "Critical Step" stamps to every PI Supervisor along with expectations for their use in marking procedures and work orders, and identify which Human Performance tools is to be applied to prevent errors in execution.</li> <li>f. Publish a D15 article discussing the Critical Step stamps and their use, to be communicated in the Face to Face portion of the D15.</li> </ul>	<p>B. Flynn</p> <p>M. Schmidt/ Len Clewett</p> <p>Northard</p> <p>Northard</p> <p>Northard</p>	<p><b>Complete 06/15/09</b></p> <p><b>Complete 05/01/09</b></p> <p><b>Complete 4/15/09</b></p> <p><b>Complete 4/15/09</b></p> <p><b>Complete 4/13/09</b></p>
2. Implement process changes that improve risk identification and risk management of station scheduled work orders.	Lappegaard	<b>Complete 05/26/09</b>
3. Evaluate use of Type I ODMI Process for daily activities <ul style="list-style-type: none"> <li>a. Implement Type I ODMI process</li> </ul>	Schimmel/ Kettering	<b>Completed with action 1141755 07/01/09</b>
4. Develop / Identify metrics for Station and Department implementation of short term actions <ul style="list-style-type: none"> <li>a. Develop risk attributes for inclusion into existing observation cards</li> <li>b. Observation data, criticality of observation, comments</li> </ul>	Flynn	<b>Complete 5/28/09</b>
5. Revise PERG Agenda to include review of metrics	J. Erickson	<b>Complete 2/1/09</b>
6. Integrate project work with cycle schedule to allow resource leveling of work to be performed.	K. Albrecht	<b>Complete 07/08/09</b>

<b>Strategy R-3</b>		<b>Long Term Actions</b>	
<b>Actions</b>		<b>Owner</b>	<b>Due Date</b>
1. Incorporate risk management into Training activities for initial and continuing training. (Pre outage and Post outage)		Sternisha	<b>Complete 06/01/09</b>
2. Revise Pre-Job-Briefs to include risk attributes.		Flynn	<b>Complete 06/15/09</b>
3. Implement Fact Based Decision Making Process for risk-based decision making <ul style="list-style-type: none"> <li>a. Determine Model to be utilized</li> <li>b. Paint the Picture of Decision Making</li> <li>c. Develop tool</li> <li>d. Set expectations for use of Decision Making Tool</li> <li>e. Communicate Picture, Tool and expectation for use to organization</li> </ul>		Womack	<b>Complete 06/10/09</b>
4. Review RUE against Industry standard (SAFER).		G. Anderson	<b>Complete 08/18/09</b>

<b>Performance Measures</b>	<b>Goals</b>
Site/Department clock reset rates	Reduce plant events
PJB Observation noteworthy comments	Improved pre-job briefs
# Significant/Noteworthy events	Fewer risk significant events



**Focus Area: Effective Solutions**  
CAP01177415

**Attribute:**

Human Performance issues are recognized, with causes understood, and effective corrective actions are implemented.

<b>Focus Area Owner</b>	<b>PINGP</b>
	Len Clewett

<b>Strategy S-1</b>	<b>Immediate Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	
1. Restructure attendance at the Corrective Action Screening Meeting to place Managers into roles of determining AR level and level of effort	S. Northard	<b>Complete 06/17/09</b>	
2. Reinforce procedure requirements for CAP program (model behavior of Procedure use)	Flynn	<b>Complete 4/29/09</b>	
a. For A & B level ARs related to Human Performance, perform independent review of all closed ARs by the HUIT (use TRP guidance in Att 10 of FP-PA-ARP-01)			

<b>Strategy S-2</b>	<b>Short Term Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	
1. Prioritize workload beginning with the AR backlog	Petersen  Petersen  Clewett	<b>Complete 04/14/09</b>	
a. Develop specific set of criteria for determining low value work for closure		<b>Complete 04/27/09</b>	
b. Supervisors meet with individuals to identify low value work		<b>Complete 08/20/09</b>	
c. Managers and supervisors meet to determine what work will not be completed (document reasons and close action)			

<b>Strategy S-3</b>	<b>Long Term Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	
1. Utilize lessons learned from Prairie Island PRIDE initiative	Sorensen	<b>Complete 07/08/09</b>	
2. Develop "Diagonal Team" to provide feedback to Senior Management on effectiveness of communications	Albarado	<b>Complete 12/01/08</b>	

<b>Performance Measures</b>	<b>Goals</b>
Open CAP actions, age of open CAPs	Reduce CAP backlogs
No missed department and site clock resets	Properly screen CAPs for significance



**Focus Area: Management Engagement  
and Oversight**  
CAP01177417

**Attribute:**

Managers understand that Human Performance is core business as demonstrated by clearly communicating what is expected, reinforcing why it is core business, and oversight of the effectiveness of Human Performance in their respective organizations.

<b>Focus Area Owner</b>	<b>PINGP</b>
	Scott Northard

<b>Strategy E-1</b>	<b>Immediate Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	
1. Assign a Senior Manager as the champion for HU at the site until performance improvement has measurably improved (i.e. Plant Manager) From ACE 01159262	M. Wadley	<b>Complete 4/30/09</b>	
2. Utilize forcing functions of the PARB, PERG to return to basic principles, line ownership of issues <ul style="list-style-type: none"> <li>a. PARB used as HU Steering Committee per PARB procedure</li> <li>b. Use PERG to monitor actions associated with this plan including change management plans</li> </ul> <p>NOTE: This action is also responsive to "Reinstitute HU program oversight controls. Develop standard PARB and PERG updates for oversight and implement IAW FP-PA-HU-01" From ACE 01159262</p>	Bert Flynn Bert Flynn	<b>Complete 2/1/09 Complete 4/15/09</b>	
3. Restructure Leadership Alignment Meeting to focus on case studies and correct behaviors	S. Northard	<b>Complete 4/30/09</b>	
a. Complete Site VP facilitated rollout of station performance and expectations per XPAR 01168145.	M. Wadley	<b>Complete 4/30/09</b>	

Strategy E-2	Short Term Actions
Actions	Owner Due Date

Strategy E-3	Long Term Actions
Actions	Owner Due Date
1. Human Performance Improvement Team membership and actions not up to expectation, line ownership of Human Performance improvement required	Northard <b>Complete 09/02/09</b>
a. Develop roles and responsibilities for HU Team Member	B Flynn <b>Complete 04/21/09</b>
b. Each Manager meet with HU Improvement team leader to discuss their group's HUIT member assignment for each group	Northard Dept Mngrs <b>Complete 05/29/09</b>
c. Each Manager meet with chosen HU Improvement Team Member to set expectations	Northard Dept Mngrs <b>Complete 06/01/09</b>
d. Provide training and mentoring to HU Team Members to develop true Subject Matter Experts	G Anderson Northard <b>Complete 07/23/09</b>
e. Each Manager Develop and maintain department HU improvement plans based on trends identified in DRUM	B Flynn <b>Complete 07/09/09</b>
f. Each Manager review department observations & provide coaching to individuals that performed less than critical observations as part of DRUM process.	Northard Dept Mngrs <b>Complete 07/30/09</b>
g. HUIT to provide cross functional approach to analyze data.	G Anderson HUIT <b>Complete 08/30/09</b>
3. Conduct snapshot evaluation for implementation of HUIT team charter as described in FP-PA-HU-01 Rev 8	G. Anderson <b>Complete 8/30/09</b>

Deleted: 11/11/2009

Deleted: 10/7/2009



Performance Measures	Goals
Department, site clock resets	Reduce plant events
# Human performance cross-cutting violations	Reduce employee errors
No substantive NRC cross-cutting issues	Improve Regulatory Standing

Deleted: 11/11/2009

Deleted: 10/7/2009

| Updated [7/26/2010](#)



**Focus Area: Behaviors**  
CAP01177420

**Attribute:**

Use of fundamental Human Performance tools becomes a habit. Positive behaviors are reinforced, negative behaviors are coached, and a healthy uneasiness exists during task performance.

<b>Focus Area Owner</b>	<b>PINGP</b>
	Jim Lash

<b>Strategy H-1</b>	<b>Immediate Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	
1. Supervisors and Managers model behaviors			
a. PERG Meetings have agendas, procedures are followed, action items are created and tracked.	Erickson	<b>Complete 01/1/09</b>	
b. Managers and supervisors reinforce procedure usage on a daily business by asking "What process are we in?"	Clewett	<b>Complete 01/15/09</b>	
c. Expectation for why question must be reinforced for observations	J Anderson	<b>Complete 01/10/09</b>	
d. Set expectations and reinforce for field presence of key managers	M. Wadley	<b>Complete 04/27/09</b>	

<b>Strategy H-2</b>		<b>Short Term Actions</b>	
<b>Actions</b>		<b>Owner</b>	<b>Due Date</b>
1. Improve in-field coaching by managers and supervisors			
a. Use "Paired Observations" (Manager) to reinforce expectations (Specific time, supervisor, place) (Note our action did not call for Specific time, supervisor, place ) (Also note needs to be responsive to Implementation of Paired Observation program. From ACE 01159262)		Northard	<b>Complete 02/27/09</b>
b. Provide coach the coach feedback at leadership forum.		Albarado	<b>Complete 04/24/09</b>
2. Expand good catch program to include recognition of near misses (Especially self reported)		B Flynn	<b>Complete 5/04/09</b>

<b>Strategy H-3</b>		<b>Long Term Actions</b>	
<b>Actions</b>		<b>Owner</b>	<b>Due Date</b>
1. Review workforce plans with leadership team.		R Zebro	<b>COMPLETE 08/03/09</b>
2. Coordinate with hiring leader assignment of a departmental contact to assist with integration of new employees into site organization		R. Zebro	<b>COMPLETE 08/03/09</b>

<b>Performance Measures</b>	<b>Goals</b>
# Good Catches for HU Tool Usage	Improve HU Tool Usage
Quantity/Quality of HU Tool Usage	Observations(paired, other) of HU Tools



**Focus Area: Human Performance  
Fundamentals**  
CAP01177422

**Attribute:**

Entire organization is grounded on fundamental knowledge of human performance, and individual contribution to site excellence.

<b>Focus Area Owner</b>	<b>PINGP</b>
	Rick Madjerich

<b>Strategy F-1</b>	<b>Immediate Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	

<b>Strategy F-2</b>	<b>Short Term Actions</b>		
<b>Actions</b>	<b>Owner</b>	<b>Due Date</b>	
1. Develop and implement 2009 Site Human Performance Improvement Plans From ACE 01159262	Bert Flynn	<b>Complete 07/09/09</b>	
2. Implementation of Paired Observation program. From ACE 01159262	Bert Flynn	<b>Complete 01/26/09</b>	
3. Develop specific 1R26 HU plan to include the following elements: a. Supplemental worker training b. Jamboree time and format (plan) c. Observers in field (plan) (from previous revision of HU improvement plan)	Tom Wadley	<b>Complete 06/05/09</b>	
4. Create centers of excellence for each of the most important HU tools. The center of excellence sets the standards for that tool, monitors its execution, and coaches others to the standards. From ACE 01159262	Kevin Ryan	<b>Complete 10/15/09</b>	
5. Re-establish the use of peer teams with Corporate sponsorship to assist with maintaining support and providing oversight of learning opportunities from the fleet and the industry From ACE 01159262	Bert Flynn	<b>Complete 06/26/09 USA/ STARS alliance</b>	

Deleted: ACC/ASG

6. Develop and pilot program within maintenance department to Identify Critical Steps during the Prejob Briefs and stamp them in the procedure. These require extra verification and oversight during the step completion. Pilot the program until March 2009, then evaluate for effectiveness and continuance and site wide implementation From ACE 01159262	Mike Schmidt	<b>Complete 05/01/09</b>
7. Create HU tools pocket guide (from original draft of Site HU improvement plan)	Bert Flynn G. Anderson/ HUIT	<b>Complete 07/27/09</b>
8. Develop and implement Human Performance Improvement plans for each of the following departments as a minimum: Mechanical Maintenance, Electrical Maintenance, I&C Maintenance, Special Construction, Day and Zimmerman, NPSA, Operations, and Planning and Scheduling, TRNG, ENG, Security, RP/Chem From ACE 01159262	Department Heads	<b>Complete 06/26/09</b>
9. Site wide reinforcement of Human Performance fundamentals (Defense in Depth) (Re-baseline of HU Tools and expectations) <ul style="list-style-type: none"> <li>a. Classroom (based on needs analysis), including labs and DLAs.</li> <li>b. Train personnel in use and expectations of Risk Tools, incorporate training into initial and continuing training programs.</li> </ul> Note: This action also needs to be responsive to: Develop and deliver comprehensive HU info sharing on fundamentals using Jamboree or EXPO concept. Conduct benchmarking of plants that effectively use similar tools for improving HU. Incorporate centers of excellence in delivery. From ACE 01159262	Sternisha	<b>Complete 07/07/09</b>
10. Complete supervisory skills assessment.	Albarado	<b>Complete 4/21/09</b>
11. Develop specific HU goals for Manager and Supervisor IPADS to make improvements identified in supervisory skills assessment.	R Zebro	<b>Complete 05/01/09</b>
12. Identify for 2009 critical positions that can be temporarily filled with contract support.	M Schmidt	<b>Complete 07/09/09</b>

Strategy F-3	Long Term Actions		
Actions		Owner	Due Date
1. Staff site to approved levels			
a. Evaluate and develop plan to fill top priority positions		Brad Sawatzke	Complete 07/08/09
b. Develop retention strategy for key positions		M Wadley	Complete 08/03/09
c. Establish appropriate standard organization staffing levels		Len Clewett	Complete 06/29/09
d. Identify top priority positions that can be temporarily filled with contractor support		M Schmidt	Complete 07/28/09

Performance Measures	Goals
# Temporary Tags hung	Employees STOP when Unsure
# PCRs due to labeling issues	Intolerance for Lack of Labeling
#/Age of Vacant Positions	Critical Positions are Filled

Deleted: 11/11/2009

Deleted: 10/7/2009

| Updated [7/26/2010](#)